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ASEZA AND ADC INVESTMENT MARKETING ROLES AND RESPONSIBILITIES

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)
PROGRAM

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, AECOM International Development or the ACED Program.

ACED Program Frequently-Used Acronyms and Abbreviations

(Not all of the following will appear in every ACED Program document)

ACED Program	Aqaba Community and Economic Development Program (USAID)
ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
ADS	Automated Directive Systems
AIDAR	USAID Acquisition Regulation
AIIE	Aqaba International Industrial Estate
ANREPCO	National Real Estate Projects Company
APC	Aqaba Ports Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASRI	Aqaba Skills Readiness Index
ASYCUDA	Automated System for Customs Data
ATASP	Aqaba Technical Assistance Support Program (USAID)
AUC	Aqaba University College
AZEM	Aqaba Zone Economic Mobilization Project (USAID)
AGDTF	Aqaba Garment Development Task Force
BAFO	Best and Final Offer
BDC	Business Development Center
BDS	Business Development Services
CAI	Changi Airports International
CBO	Community-Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CMT	Cut-Make-Trim
CO	Contracting/Contracts Officer
COB	Close of Business
COP	Chief of Party
CP	Cost Proposal
CRM	Customer Relationship Management
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DCA	Development Credit Authority
EG	Economic Growth
EGRA	Early Grade Reading Assessment
EO	Economic Opportunities
EOI	Expression of Interest
EPC	Executive Privatization Commission
ERfKE	Education Reform for a Knowledge Economy (USAID)
EU	European Union
ETF	European Training Foundation
FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FDR	Fixed Daily Rate

FHR	Fixed Hourly Rate
FTA	Free Trade Agreement
FTZ	Free Trade Zone
FZ	Free Zone
FZC	Free Zones Corporation
GCC	Gulf Cooperation Council
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEM	Gender Entrepreneurship Markets
GIS	Geographic Information System
GOJ	Government of Jordan (the central governing entity of Jordan)
GPS	Global Positioning System
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communications Technology
INJAZ	Economic Opportunities for Jordanian Youth Program
IPR	Intellectual Property Rights
IQC	Indefinite Quantity Contract
ISP	Internet Service Provider
IS-ASEZA	Institutional Support to ASEZA (EU funded project)
IT	Information Technology
JD	Jordanian Dinar
JITOA	Jordan Inbound Tour Operators Association
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JSCED	Jordan Standard Classifications of Education
JUSBP	Jordan-United States Business Partnership
JUSFTA	Jordan-United States Free Trade Agreement
KOJ	Kingdom of Jordan (the country within its physical boundaries)
KSA	Kingdom of Saudi Arabia
LCDD	Local Community Development Directorate (ASEZA)
LCL	Less than Container Load
LECP	Local Employee Compensation Plan
LOE	Level of Effort
LTTA	Long-Term Technical Assistance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFI	Microfinance Institution
MIS	Management Information System
MOF	Ministry of Finance
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
MSME	Micro, Small & Medium Enterprises
NCHRD	National Center for Human Resources Development
NDA	Neighborhood Development Activity
NDC	Neighborhood Development Committee

NET	Neighborhood Enhancement Team
NICRA	Negotiable Indirect Cost Rate
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
PACE	Participatory Action for Community Enhancement
PMP	Performance Management Plan
PPP	Public Private Partnership
PR	Public Relations
PSD	Private Sector Development
R&D	Research and Development
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposal
RFQ	Request for Quotation
SABEQ	Sustainable Achievement of Business Expansion and Quality (USAID)
SEO	Search Engine Optimization
SIYAHA	The Tourism Project (USAID)
SFU	Satellite Factory Unit
SME	Small and Medium Enterprises
SOW	Scope of Work
STTA	Short-Term Technical Assistance
SWOT	Strength, Weakness, Opportunities and Threads
TA	Technical Assistance
TBD	To Be Determined
TO	Task Order
TOT	Training of Trainers
TP	Technical Proposal
TRIDE	Trilateral Industrial Development
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USD	United States Dollar
VTC	Vocational Training Center
WAEDAT	Women's Access to Entrepreneurial Development and Training
WEPIA	Water Education and Public Information for Action
WTO	World Trade Organization
WTPP	Workforce Technical Transformation Program

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1. BACKGROUND

1.1 Introduction

It is agreed that there is a need for better clarity in the definition of the roles and responsibilities between ASEZA and ADC in regards to Investment Marketing and Promotion.

This paper presents an analysis of the situation and makes proposals which address the issue.

1.2 ASEZA Role

The roles of ASEZA are designated in Law No. (32) for the year 2000 and its 2008 amendment, wherein the Authority's functions and responsibilities (Articles 9, 10 and 11) are, among other things, to:

- Develop and qualify the Zone to attract investment and create an advanced investment environment to stimulate industry, trade, tourism and services in the Zone.
- Increase job opportunities for Jordanians
- Enhance the role of the private sector in participating in the development of the Zone
- Preparing the necessary plans and programs for developing the Zone economically and socially.

1.3 Creation of ADC and its Main Role

ADC was formed to accelerate economic development in the ASEZ by prudently leveraging public resources and aggressively mobilizing private sector participation to transform ASEZ into a sustainable economic growth engine for the Kingdom.

ADC was created to be the development arm of ASEZA and to bring private sector practices to the development of ASEZ's assets.

1.4 Current Situation

According to ASEZA Strategic Directions Plan 2009, the structural outsourcing of the majority of ASEZA's asset development functions to ADC has been a success, but some confusion remains as to the roles of ADC and ASEZA in the areas of marketing and occasionally project development. For the long-term well-being of the organization, ASEZA will focus on its mandate as a regulator to facilitate economic development.

ASEZA will delineate and clarify its roles and responsibilities and be proactive in communicating with its counterparts regarding defined roles and related expectations.

Finally, one of the national goals highlighted in the ASEZA Strategic Directions Plan 2009 is to facilitate a "clear identification of responsibilities of various parties related to investment promotion", which is the subject addressed in this report as follows.

2. PROPOSED SUGGESTED ROLES AND RESPONSIBILITIES

2.1 Approach to a Solution

In arriving at a proposed solution it is helpful

- To consider typical international best practice in development strategy and investment marketing and promotion project cycle and, within this cycle,
- To identify the activities which best correspond to ASEZA and ADC's core roles and competences,
- To keep in mind each organization's statutory role and responsibility.

2.2 Defining the Problem

The current lack of clarity in the two organizations' roles and responsibilities in the area of investment marketing leads to inefficiencies and lack of focus, which affect the credibility of the professionals working in this area in both organizations. Most importantly, it creates confusion in the minds of potential investors, which leads to a perceived lack of professionalism on the part of ASEZA and ADC in their dealings with potential investors.

2.3 International Best Practice

As a first step in arriving at a rational solution to the above aforementioned problem, it is useful to consider typical international best practice in development strategy and investment marketing and promotion process.

This three step process groups the main elements in preparing and implementing a coherent Development Strategy and Investment Marketing Plans as follows:

DEVELOPMENT STRATEGY AND INVESTMENT MARKETING AND PROMOTION International best practice
Development Strategy <ul style="list-style-type: none">✓ Define Development Goals and set Investment Objectives✓ Competitive positioning - SWOT analysis, Competitor Benchmarking, Develop USPs✓ Priority Sectors Selection - Define target sectors.
Investment Marketing and Promotion Planning <ul style="list-style-type: none">✓ Define marketing approaches and messages✓ Define target companies and target geographic areas✓ Develop Investment Generation and Company Targeting Plan and Promotional Plan✓ Define KPIs, Resources and Budgets.
Monitoring and Evaluation <ul style="list-style-type: none">✓ Monitor regularly for progress against targets✓ Evaluate regularly the effectiveness and efficiency of the strategies and plans✓ Regularly report strategy and plan outcomes and issues to relevant authorities.

2.4 Core Roles and Competences

The next stage involves identifying which of the above activities best correspond to each organization's core roles and competences, keeping in mind each organization's statutory role and responsibility.

However, the special and unique circumstances of ASEZA and ADC must be taken into account and some flexibility must be allowed in delineating responsibilities. The implementation of a formal collaboration and coordination mechanism giving legitimacy to the following proposals should remove the possibility of confusion in the investment marketing roles between ASEZA and ADC.

2.5 ASEZ High Level Development Strategy

In the framework of Investment Marketing, ASEZA core roles and responsibilities are:

- Preparing the necessary plans and programs for developing ASEZ economically and socially.
- Branding ASEZ, and
- Overseeing promotion activities.

It is thus proposed that ASEZA should be responsible for:

- A. Preparing the ASEZ High Level Development Strategy and ASEZ Master Plan
- B. Developing and implementing the ASEZ and ASEZA Institutional / Corporate Image Building Campaigns
- C. Oversight and monitor the ASEZ Investment Marketing and Promotion functions, which will be developed and implemented by

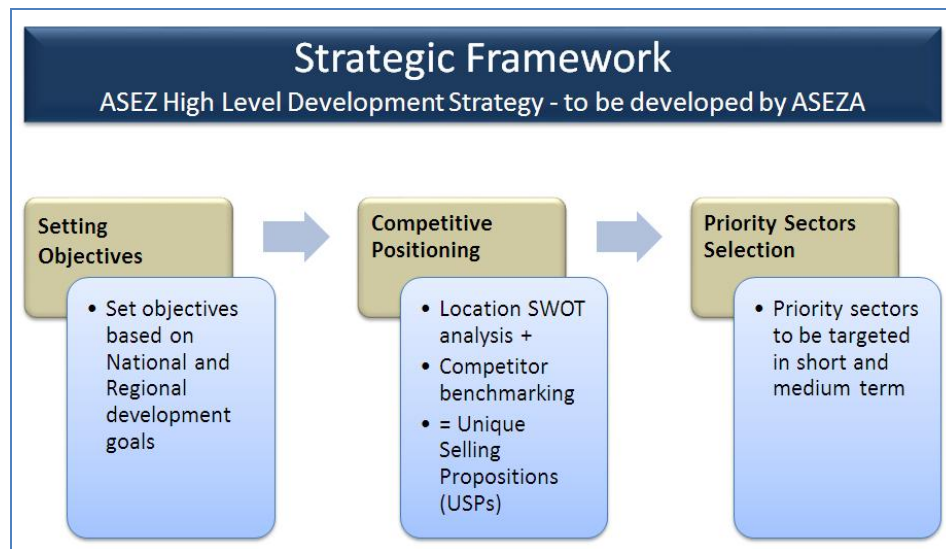
Details of these three roles are as follows:

A. Prepare ASEZ High Level Development Strategy and ASEZ Master Plan

ASEZA has a core responsibility for the strategic planning of the Zone, which includes the development and implementation of an ASEZ High Level Development Strategy. This Strategy will be developed by ASEZA in consultation with ADC and other key stakeholders. In addition ASEZA shall prepare and update the ASEZ Master plan.

ASEZ high level development strategy will be:

- Based on ASEZ's development needs and its contribution to national development goals and will define:
 - Development goals and high level objectives
 - Priority sectors
 - Number and type of jobs to be created
- Taking into account ASEZ's evolving competitive advantages and competitiveness
- Reviewed on an annual basis and amended when and where necessary.



B. Develop and implement ASEZ high level image building / PR plan

ASEZA has a core responsibility in building the image of the Zone, at the institutional level, as an attractive location in which to invest.

As such ASEZA will have the function of developing and implementing the ASEZ image building / public relations campaign aimed at potential investors.

ASEZ high level image building PR campaigns will be:

- Focused on high level branding of ASEZ as an attractive location in which to invest.
- Developed by ASEZA in consultation with ADC
- Based on investor perceptions of investing in ASEZ.

ASEZA will also develop and implement its corporate image building campaigns aimed at existing and potential investors.

C. Oversight and monitoring of ASEZ investment marketing and promotion function

ASEZA will have oversight of the implementation of the marketing plan prepared by the ADC:

- Monitor and evaluate the implementation of ASEZ Investment Marketing and Promotion Plans.
- Monitor plans regularly for progress against targets.
- Evaluate regularly the effectiveness and efficiency of the strategies and plans.
- Report strategy and plan outcomes and issues to relevant national authorities.

Regular monitoring and timely evaluations will ensure that the strategies and plans remain up to date and effective. Strategies and plans need to be reviewed at regular intervals to ensure that the impact of all relevant internal and external developments are assessed and incorporated into revised and updated strategies and plans.

2.6 ADC Role in Investment Marketing and Promotion

Reflecting ADC's core role as the Zone's master developer and mindful that the overall purpose of creating ADC was to be the development arm of ASEZA, and to bring private

sector practices to the development of ASEZ assets, it is proposed that ADC play the main role in developing and implementing ASEZ investment marketing plans, in close collaboration with ASEZA and other private sector stakeholders.

As the Zone develops, ADC will continue its role as a hands-on master developer focusing on supporting the completion and retention of existing mega project investment commitments in real estate and tourism (including the main port development).

In addition, it is expected that ADC will take on a greater role in promoting the development of infrastructure and a support-service based investments to fill identified gaps in services and products to cater for the demand to be created by the mega project investments, and finally, promoting investments in the areas of light and knowledge based industries, so as to rebalance the development of the Zone's economy.

In summary, it is proposed that ADC will develop and implement ASEZ Investment Marketing and Promotion plans, to include:

- ✓ Investor generation and company targeting activities
- ✓ Sector and company focused promotion
- ✓ Market research and studies.

The above to be developed and implemented in close consultation with ASEZA and in collaboration with other private sector stakeholders which will be discussed later in this paper.

2.7 Summary: ASEZA – ADC Key Roles

The following is a summary of the key roles proposed for ASEZA and ADC:

- ASEZA to prepare and update the ASEZ Master Plan
- ASEZA to set KPIs and overall objectives for the Zone and prepare the “ASEZ High Level Development Strategy”
- ADC to prepare the Business Plan based on ASEZA's overall directions and the High Level Development Strategy
- ADC to prepare the Marketing Plan to attract investment to the Zone in accordance with targets set in the Business Plan.

It is recognized that, for practical purposes, there could be some overlaps in activities, such as in investment generation, investor handling and image building. In allowing some flexibility and to avoid any possibility of confusion, a formal collaboration and coordination mechanism should be drawn up and summarized in a Memorandum of Understanding (MoU), following the mutual agreement of both organizations to these proposals.

In order to put into effect some of the provisions of the MoU, it may be necessary to create a joint ASEZA / ADC Investment Marketing Technical Committee which, it is expected, would facilitate the overseeing of the implementation of the MoU.

In addition, a necessary prerequisite to the success of these proposals will be to involve the private sector in the planning and implementation stages of the proposed strategies and plans.

3. ORGANIZATION STRUCTURES

The implementation of the above rationalization of the investment marketing roles and responsibilities between ASEZA and ADC will involve some function areas in each organization.

The key function of a typical investment promotion agency is to increase the flow of investment into the country. A number of techniques are important to achieving this increase. In order to implement these techniques, however, the agency must have an appropriate internal structure and be suitably staffed.

For example, if the agency is organized into divisions that are not focused on key promotion/ marketing-related functions, it cannot perform the tasks needed to promote inward investments. Similarly, if too many employees – or too few, or the wrong type – are dedicated to each task, the agency will be unable to effectively carry out its responsibilities.

In reviewing and selecting the most appropriate situation for the organizational structures in each organization to implement the rationalization proposals, account has been taken of international best practice. In particular, the examples of world class Investment Promotion Agencies in Ireland, Tunisia and the Czech Republic have been reviewed.

3.1 ASEZA ORGANISATION FUNCTIONS

It has been proposed that ASEZA should be responsible for:

- Developing the ASEZ High Level Development Strategy
- Developing and implementing the ASEZ Image Building campaign
- Monitoring and evaluation of the ASEZ Development Strategy and Investment Marketing Plans including oversight of the Investment Marketing function to be developed and implemented by ADC.

To implement these proposals, the ASEZA organizational structure is proposed as follows:

The Planning and Performance Management Division of ASEZA Planning and Quality Assurance Directorate should be charged with the functions of developing and monitoring the ASEZ development strategy and the monitoring and evaluation of the ASEZ Investment Marketing Plans including the oversight of the Investment Marketing function to be developed and implemented by ADC.

The function of the division should include providing policy advice, undertaking strategic planning, taking the lead on coordinating relations with the investment marketing arm of ADC, preparing regular reports, ensuring that all reporting requirements are fulfilled on a timely basis.

In addition ASEZA shall prepare and update the ASEZ Master plan

It is further proposed that a strengthened Public Relations Division, which is attached to the Executive Office, be charged with the function of developing and implementing the ASEZ high level image building campaigns.

ASEZA has a core responsibility in building the image of the Zone, at the institutional level, as an attractive location in which to invest. As such ASEZA will have the function of developing and implementing the ASEZ image building / public relations campaign aimed at potential investors.

It should be noted (see excerpt of ASEZA suggested organization chart below) that the Planning and Quality Assurance Directorate and the Executive Office report directly to the Chief Commissioner giving direct control of these strategic areas for ASEZ's future development.



3.2 ADC ORGANIZATION FUNCTIONS

To recap, it has been proposed that ADC develop and implement ASEZ Investment Marketing and Promotion plans, to include:

- Investor generation and company targeting activities
- Sector and company focused promotion
- Market research and studies.

In the framework of Investment Marketing, the organizational structure of ADC is proposed as follows (see excerpt of ADC organization chart below):



CEO Office – Public Relations Function

In addition to the other roles of the CEO Office, the CEO Office - which reports directly to the CEO - will be responsible for Public Relation Functions aimed at building the image of ADC, primarily by conducting publicity and public relations campaigns.

The Planning and Marketing Department

The Planning and Marketing Department will be comprised of three operating units - Business Planning and Corporate Strategy Unit, Investor Promotion and Facilitation Unit and Research and Product Development Unit.

Business Planning and Corporate Strategy Unit

This Unit will mainly be responsible for preparing ADC Corporate Strategy and Business Plan which shall be based on ASEZA's overall directions and the High Level Development Strategy, in addition, preparing the ASEZ Investment Marketing and Promotions Plans which will be prepared in accordance with targets set in the Business Plan.

Investor Promotion and Facilitation Unit

In accordance with ASEZ Investment Marketing and Promotions Plans prepared by the Business Planning and Corporate Strategy Unit, the Investor Promotion and Facilitation Unit takes the lead in identifying target investors and organizing suitable targeted marketing campaigns

designed to generate investors' interest in the ASEZ as an investment location by directly targeting foreign investors, their advisors and other target audiences.

The Investor Promotion and Facilitation Unit will also handle new inward-investment cases whether generated by the Unit itself or obtained by other means. This handling will also continue even after signing an agreement with a potential investor.

Research and Product Development Unit

This Unit would be tasked to provide information both internally (to other departments within ADC and ASEZA) and externally (to government Ministries and agencies).

It would be responsible for preparing input to strategies and plans, and for collecting information useful for investor's promotion material, cost of doing business, etc.

In addition, this Unit will be responsible for covering the economic part in the development and packaging of investment opportunities, which will be later presented to potential investors by the Investor Promotion and Facilitation Unit.

In the cases where the development and packaging of investment opportunities also requires to cover the geographical part (site selection and layout), the Unit will coordinate with the GIS and Real Estate Development Unit to take the lead on this regard.

3.3 JOB FUNCTIONS, DETAILED MARKETING RESPONSIBILITIES

3.3.1 ASEZA PLANNING AND PERFORMANCE MANAGEMENT DIVISION - ASEZ STRATEGIC PLANNING AND MONITORING

It has been proposed that ASEZA should be responsible for:

- A. Preparing the ASEZ Development Strategy
- B. Monitoring and evaluation of the ASEZ Development Strategy and Investment Marketing Plans including oversight of the Investment Marketing function to be developed and implemented by ADC.

To implement these proposals, the proposed Planning and Performance Management Division of ASEZA Planning and Quality Assurance Directorate will be given the function of preparing the ASEZ Development Strategy and the Monitoring and Evaluation of the ASEZ Development Strategy and Investment Marketing Plans including the oversight of the Investment Marketing function to be developed and implemented by ADC.

- A. Preparing the ASEZ Development Strategy and ASEZ Master Plan

When preparing a development strategy, one must keep in mind Jordan's development goals and ASEZ's development goals. ASEZ is not seeking to attract investment simply because other countries are doing so. Rather, it is seeking investment because it will bring associated benefits that will help ASEZ achieve certain development goals — for example, expanded employment, technology transfer, and possibly increased foreign exchange earnings.

These goals establish the framework for the ASEZ development strategy. If this strategy is solidly linked to Jordan and ASEZ's development goals, promotional efforts will produce better returns for ASEZ.

In principle, ASEZA shall conduct a location situation analysis that entails building a picture of where ASEZ's stand vis-à-vis the competition, what is it trying to achieve by attracting investment (ASEZ's needs), what types of investment will best serve those needs (ASEZ's potential), what are the characteristics of the ASEZ location, what are its strengths and weaknesses as an investment site and finally, what are the strengths and weaknesses and the characteristics of ASEZ competitors and their investment environment and how does the ASEZ location compare.

To complete the Investment Development Strategy, target sectors shall then be selected for marketing and promotion based on the results of the location situation analysis.

To summarize the above, the overall methodology for preparing ASEZ Development Strategy consists of the following Key steps:

- i. Assessing ASEZ Investment Needs and Potential
- ii. Evaluating ASEZ Investment Characteristics
- iii. Conducting ASEZ Competitors Benchmarking
- iv. Selecting Target Economic Sectors – high level selection

Assessing ASEZ Investment Needs and Potential

The first step in developing an Investment Development Strategy is to know the context within which ASEZ is trying to attract investment as follows:

- Develop a picture of where ASEZ currently stands,
- What is it trying to achieve by attracting investment?
- What types of investment will best serve those needs?

These high level goals will establish the framework for an Investment Development Strategy. The next step is to identify ASEZ Development Targets:

- Establish ASEZ development targets in terms of investments size, exports size, job creation, etc.
- Analysis of actual progress towards targets by year and cumulatively for 2001 – 2010.
- Establish the investment gap.
- Validate targets in terms of investments sought by:
 - investments size
 - exports size
 - job creation

In order to be able to assess recent investment trends, ASEZA needs to gather data on investment projects in ASEZ and in the rest of Jordan in the past 10 years. To develop a complete picture on investment flows, detailed data is required which should cover all investments proposed, registered, and implemented. It is important to collect data over several years to reduce the likelihood that a particularly large investment will distort the analysis.

Evaluating ASEZ Investment Characteristics

Following an assessment of ASEZ's investment needs and potential, it is necessary to evaluate the investment characteristics of the Zone in order to understand the product before it can be marketed. The best way to do this is by systematically examining ASEZ's strengths, weaknesses, internal and external opportunities and threats (SWOT). This analysis will help in understanding the positive and negative aspects of ASEZ as an

investment site. It will also provide the basis for comparing ASEZ with those of its competitors, and will help in identifying what types of industry will find ASEZ attractive, and finally, identifying weaknesses in the investment environment that need to be addressed; policy or regulatory impediments that need to be eliminated; labor skills to be improved, etc.

Conducting ASEZ Competitors Benchmarking

Benchmarking will enable ASEZA to evaluate its relative strengths and weaknesses; it is these that will determine whether or not an investor decides to select ASEZ's location. Without this relative understanding, it will be difficult to understand why ASEZ was not included on an investor's short list, despite best efforts to secure an investment.

The four elements involved in conducting a benchmarking analysis are:

- i. Determine the factors to be compared;
- ii. Determine the competing locations to be benchmarked, and collect the data;
- iii. Compare ASEZ location to those of its competitors; and,
- iv. Determine ASEZ location's unique selling proposition (USP).

Selecting Target Economic Sectors - high level selection

It is important to assess the economic sectors' characteristics and their compatibility with ASEZ's location resources and development goals. Based on this assessment target economic sectors will be identified in accordance with ASEZ's competitive advantage. It is worthy to mention here that at this stage the selection of target economic sectors is a high level selection only.

In addition ASEZA shall prepare and update the ASEZ master plan.

B. Monitoring and evaluation of the ASEZ Development Strategy and Investment Marketing Plans including oversight of the Investment Marketing function to be developed and implemented by ADC.

Apart from the role of developing the ASEZ Development Strategy, other roles and responsibilities of the Planning and Performance Management Division in the area of monitoring and evaluation are:

Performance measurement

Performance measurement is used in the most successful investment promotion agencies to improve their competitive advantage by monitoring costs, effectiveness and customer satisfaction. Performance measurement has many benefits when practiced in an investment promotion agency.

Performance measurement can enable ASEZA management to achieve the following:

- Measure Progress Against Internal Goals. Tracking and measuring performance enables managers to assess progress against internal objectives and plans. This, in turn, enables managers to make informed decisions about future priorities, strategies and resource allocations.

- Measure Progress Against National Goals. The same monitoring enables ASEZA to confirm that results are consistent with, and contributing to, national policies and objectives.
- Collect Useful Data. Data collection and monitoring give information in a format that is useful to others, including potential investors, government officials, private sector partners, and the media.
- Learn from Experience. Particularly from mistakes – if the costs and benefits of that experience are well documented.
- Satisfy Policy Makers that the ASEZA is Doing Its Job. Performance measurement shows the ASEZA is publicly accountable.
- Compare Performance Against Competitors. Measuring activities and results can help benchmark use of resources and achievements in attracting investment against that of ASEZ competitor locations.

Much of the data and other information needed when tracking activities will be found within the ASEZA itself or can be generated from its own records. In some cases, however, internal information sources will not be enough. ASEZA needs to know about the impact of activities.

Monitor and evaluate ASEZ's investment climate

A location's investment climate and its competitiveness constitute the environment in which it must function and the base line from which it begins its work. ASEZA needs to monitor the investment environment, therefore, to evaluate its effectiveness for both current and future investors. There are three key ways you can monitor ASEZ's investment climate: by conducting a SWOT analysis to compare the competitiveness of the ASEZ location with competitors; by measuring your ASEZ's coverage in the international media; and by surveying existing investors.

Monitor and evaluate key operational activities

ADC will undertake a wide variety of projects, techniques, and initiatives to attract investment. By applying a "culture of measurement" to ADC's investment marketing plans and key activities – especially to those activities that absorb the largest proportion of its resources – ASEZA will be able to assess the cost effectiveness of those activities in terms of both the ADC's and ASEZA's objectives. If tracking systems are built into each major initiative, ASEZA managers can measure the cost effectiveness of each interim activity or input, as well as final outputs such as the amount of investment entering the location.

The Planning and Performance Management Division will therefore, have the role and responsibility in monitoring and evaluation to measure the performance and effectiveness of five key areas: awareness and image building; investor targeting; investor servicing; business retention and expansion; and other areas of major expenditure.

To implement the above functions, we propose the following two new positions be created:

Planning and Performance Management Section Head

This position reports directly to the Planning and Quality Assurance Director and will have the following role and responsibilities:

- Research and prepare the ASEZ Development Strategy including identifying ASEZ investment needs and potential, and conducting ASEZ SWOT analysis, ASEZ competitor benchmarking and target sector selection.
- Monitor progress of the implementation of the ASEZ Development Strategy and Investment Marketing Plans.

- Lead the oversight role of the Investment Marketing function to be developed and implemented by ADC.
- Monitor and evaluate ASEZ's investment climate.
- Monitor and evaluate key operational activities including awareness and image building, investor targeting, investor servicing, business retention and expansion, and other areas of major expenditure.
- Provide policy advice on strategies to encourage investments in ASEZ.
- Take the lead on coordinating relations with the investment marketing arm of ADC.
- Prepare regular reports as necessary.

Planning and Performance Management Officer

This position is designed to support the "Planning and Performance Management Section Head" in the above roles and responsibilities.

The annex attached to this document shows the job description forms for all positions mentioned in this document.

3.3.2 ASEZA PUBLIC RELATIONS DIVISION - ASEZ INTERNATIONAL IMAGE BUILDING

ASEZA has a core responsibility in building the image of the Zone, as an attractive location in which to invest. As such ASEZA will have the function of developing and implementing the ASEZ image building / public relations campaign aimed at potential investors.

In addition, ASEZA will also develop and implement its corporate image building campaigns aimed at existing and potential investors.

ASEZ image-building approach shall outline the steps that need to be undertaken to bridge the gap between perception and reality and to change the image of the location as a place to invest. It establishes the rationale and objectives to deliver a favorable message about the location.

Developing an effective communications with investors entails to start with a high level image-building. The purpose of the image-building is to convince the investor to "buy" the concept of your location as an investment site. Image-building alone will not persuade an investor to invest, but they will help to overcome negative perceptions and focus the investor on your location. In this way, image building is an essential beginning of the sequential process of activities used by a typical investment promotion agency to generate inward investments.

In addition to building the image of ASEZ, i.e. focus potential investors and their advisors on the ASEZ as an investment location, ASEZA must also promote its corporate image, i.e. who it is and what it does. In the context of image-building, the two objectives of promoting ASEZ and ASEZA go together.

With many functions similar to the domestic public relations campaign, an international public relations campaign seeks to create and improve relations with the international business community through the international media. ASEZA will be required to develop ties to the international press, and will need to anticipate the needs of journalists in terms of their quest for newsworthy and news-breaking stories.

Where image building budgets are restricted, international public relations can serve as a substitute for direct advertising. Through selective use of international media tours, editorials, and letters written to editors of periodicals by prominent politicians, ASEZA can broadcast its message in a cost-effective and credible way. Advantage should be taken of

visits by foreign dignitaries and their press entourage to disseminate related stories about the ASEZ location.

It is thus proposed that a strengthened Public Relations Division, attached to the Executive Office, be charged with the function of developing and implementing the ASEZ image building campaigns.

In order to implement the above high level image building campaign, it is proposed that the *Public Relations Section Head* who reports directly to the Executive Office be responsible for the following roles and responsibilities:

- Develop and implement the ASEZ image building / public relations campaign aimed at promoting the “Invest in ASEZ” brand to potential investors
- Develop and implement ASEZA corporate image building campaigns aimed at existing and potential investors
- Planning and executing PR events abroad, aimed at building the image of ASEZ
- Planning mass media campaigns abroad
- maintaining relationships with journalists and business partners
- developing input to ASEZA's website

3.3.3 ADC CEO OFFICE - ADC PUBLIC RELATIONS FUNCTIONS

The ADC Public Relation functions will be part of functions fulfilled by the CEO Office which reports directly to the CEO.

It is proposed that one staff member in the CEO Office; a *Public Relations Officer*, focus on general promotion activities including publicity and public relations campaigns, aimed at building the image of ADC.

The Public Relations Officer will report directly to the Head of the CEO Office, and will be responsible for the following roles and responsibilities:

- Portraying a positive image of ADC and positioning it in the market in a manner that attracts favorable investors
- Serving as a prime contact with public relations vendors and local, regional, and international media and publications.
- Preparing and executing PR media campaigns abroad.
- Maintaining relationships with journalists and business partners

3.3.4 ADC BUSINESS PLANNING AND CORPORATE STRATEGY UNIT – BUSINESS PLANNING, AND INVESTMENT MARKETING AND PROMOTION PLANNING

The Planning and Marketing Department headed by a Chief Officer who reports directly to the CEO, will be comprised of three operating units - Business Planning and Corporate Strategy Unit, Investor Promotion and Facilitation Unit and Research and Product Development Unit.

The Business Planning and Corporate Strategy Unit will be responsible for preparing the ADC Corporate Strategy and Business Plan, which should be based on ASEZA's overall directions and the high level development strategy.

The ADC Corporate Strategy and Business plan shall focus on the different target sectors and reflect ADC's responsibility to promote the development of infrastructure and support

service-based investments to fill identified gaps in services and products to cater for the demand to be created by the mega project investments, and promote investments in the areas of light and knowledge based industries, so as to rebalance the development of the Zone's economy.

At this stage, the high level economic sectors identified in the development strategy, shall be further analyzed and assessed. To identify target subsectors and industries, ADC should conduct subsector and industry analysis that entails digging deep into details, i.e. conducting benchmarking studies and detailed SWOT analysis for each subsector and industry.

In addition to the Business Planning function, the Business Planning and Corporate Strategy Unit will also be responsible for preparing the ASEZ Investment Marketing and Promotions Plans which shall be prepared in accordance with targets set in ADC Business Plan.

The ASEZ Investment Marketing and Promotions Plans provide a framework for ADC's annual investment marketing activities. They set the general program of investment marketing and promotion activities each year that lists the exhibitions, trade fairs, seminars, conferences, events and missions in foreign countries.

The ASEZ Investment Marketing and Promotions Plans also define target investor types and target geographic areas. In addition, these plans set the specific objectives of future investment marketing campaigns, and how the results will be monitored.

A properly designed Investment Marketing and Promotions Plan should ensure that the marketing workload is both compatible with the financial and personnel resources that are available, and ensure that the marketing workload is spread out over time so that the Investor Promotion and Facilitation Unit - which is responsible for implementing marketing plan - is continually generating new investment leads.

To implement the above functions, the *Business Planning and Corporate Strategy Manager* who reports directly to the Chief Planning and Marketing Officer will be responsible for the following roles and responsibilities:

- Preparing ADC Corporate Strategy and Business Plan
- Conducting benchmarking studies and detailed SWOT analysis for each subsector and industry
- Identifying target subsectors and industries
- Developing the strategic intent for ADC including vision, mission, goals and objectives
- Conducting internal and external environmental scan for ADC
- Developing the implementation plan for ADC's activities
- Setting monitoring and evaluation systems
- Follow up and reviewing implementation stages
- Preparing ASEZ Investment Marketing and Promotions Plans
- Defining investment marketing approaches and messages
- Defining target investor types
- Defining target geographic areas and markets
- Defining target industries, sectors and subsectors
- Identifying the elements of investment marketing and promotion program
- Defining KPIs, resources and budgets.

Another position proposed for this Unit is the *Business Planning and Corporate Strategy Officer*, which is designed to support the Business Planning and Corporate Strategy Manager in the above roles and responsibilities.

3.3.5 ADC INVESTOR PROMOTION AND FACILITATION UNIT - INVESTOR GENERATION AND HANDLING INWARD INVESTMENT

In accordance with ASEZ Investment Marketing and Promotions Plans prepared by the Business Planning and Corporate Strategy Unit, the Investor Promotion and Facilitation Unit takes the lead in identifying target investors and organizing suitable targeted marketing campaigns designed to generate investors' interest in the ASEZ as an investment location by directly targeting foreign investors, their advisors and other target audiences.

In principle, this unit is responsible for making the first contacts with potential investors. It would typically have the lead responsibility for handling potential investment cases from beginning to its conclusion; that is, until either a decision is made to invest in ASEZ, or it becomes clear that the client will not proceed with an investment.

Once a decision is made to invest in ASEZ, the Unit handles new inward-investment cases whether generated by the unit itself or obtained by way of the ASEZA directly or through the ASEZA Call Center and Customer Relationship Management (CRM) System, or by any other means. A proper investor handling includes arranging site visit and follow-up with potential investors. This handling shall also continue even after signing an agreement with a potential investor.

Investor generation activities include variety of tools used in generating and facilitating investments. These include:

Exhibitions / Trade Fairs

Setting up a stand at an industry exhibition can be an effective way to get to know the competition and the sector, and, to a lesser extent, to generate investment leads. It is only effective in this latter context, however, if one proactively visits other stands and generating business contacts and leads.

Conferences

Attending conferences is a useful approach for improving staff members' knowledge of a particular industry sector and the needs of firms in that sector.

Investment Seminars

If an investment seminar is tightly focused on a targeted sector, it can be a useful way to generate investment leads. Seminars that focus on a location's general investment opportunities and benefits, however, are primarily useful as image building exercises.

Investment Missions

In cases where prominent individuals from the business or political community are travelling to the target market, an investment mission is a useful tool. Careful preparation requires that a schedule of presentations be arranged ahead of the trip.

The objective of all of the above activities is to have the opportunity to make a presentation to the potential investor and then to convince the potential investor to visit ASEZ, preferably with the outline of a potential project.

Presentations

When the investor agrees to a presentation, one can generally draw two important conclusions: the investor is contemplating a direct investment and is interested, to some degree, in locating in ASEZ. The presenter plays a dual role: to provide and gather information, and to gauge the level of interest.

However, since it is unlikely that any investor will commit to an investment without seeing the location, a site visit is the next crucial step. The presentation should promote a visit and explain how ADC and ASEZA can assist the potential investor to plan and arrange for such a visit.

Site Visit

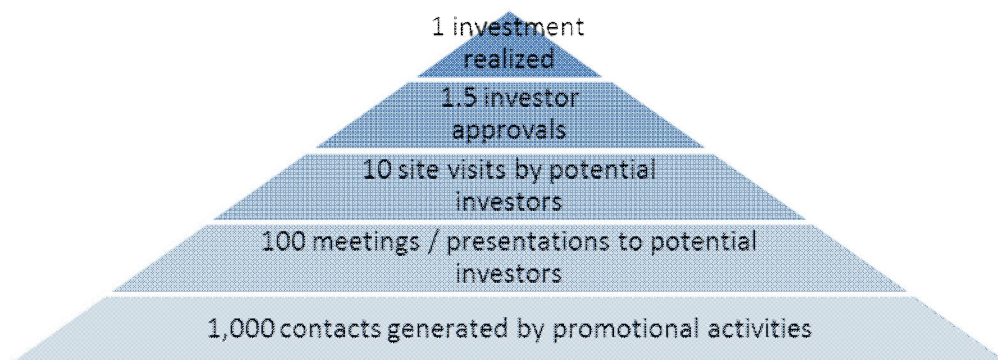
When the potential investor or team travels to ASEZ, it is a crucial marketing opportunity. In most cases, the information gathered during the site visit and any post-visit requests for information will be the last chance to influence the investor's decision.

Post-Visit Follow-Up and Negotiations

It is essential to follow-up the visit, providing additional information as agreed, and checking that the investor's team has everything it needs. This is also the stage at which negotiations will start with the investor if the company is serious about locating in ASEZ.

Based on typical investment promotion agency experiences, the typical investment marketing pipeline is a number game. The more targeted contacts are made, the more likelihood of a realized investment.

TYPICAL INVESTMENT MARKETING PIPELINE



In addition to the previously mentioned functions, the Investor Promotion and Facilitation Unit will also be responsible for producing investment marketing promotional materials and informational tools used both to build awareness and to provide investors with specific information about ASEZ location. The Unit will distribute these promotional materials and informational tools to chambers of commerce, industry associations, foreign embassies in Jordan and embassies of Jordan abroad. The Unit will also produce the material that will be used in presentations directed at business target audiences and on the ADC and ASEZA web sites. These marketing promotional material and informational tools include:

Introductory Brochure

Despite the proliferation of technological approaches to investment promotion (e.g., CD-ROMs, the Internet), printed corporate or introductory brochures are still needed.

Fact Sheets

Fact sheets simply list data that are useful to the potential investor. They are useful promotional tools because they can be easily and inexpensively produced, and tailored to the interests of specific investors. Potential investors are interested in the reliability and relevance of the fact sheet data more than their appearance. Providing correct information, including source and date, is more important than preparing glossy pages.

Newsletter

A newsletter can raise the profile of an investment location and the agency promoting it and keep the target audience abreast of developments in the location.

Favorable comments by existing investors should be included whenever possible. Testimonials strengthen the credibility of the marketing message. The newsletter should be distributed electronically to all contacts on the ASEZ database. The ASEZ web site should also contain the current version of the newsletter, as well as archives of past issues.

CD-ROMs

The compact size of CD-ROMs makes them appropriate for wide distribution. Because they can contain large amounts of data, CDs are good formats for providing investors with highly detailed information on diverse topics. For example, the data listed in the fact sheets could be contained in a single CD. The cost of copying a CD is often cheaper than printing.

Internet

The Internet offers a highly effective, low-cost means to promote a location. However, a web site should be used to supplement, not supplant, other promotional tools.

Video

A promotional video is the least important of the promotional tools discussed here. This is particularly true for IPAs operating on a tight budget, because high-quality videos are expensive to create. Nonetheless, a short, pertinent, and professionally produced video can still be a useful promotional tool, if you have an adequate budget.

To implement the above functions, the *Investor Promotion and Facilitation Manager* who reports directly to the Chief Planning and Marketing Officer will be responsible for the following roles and responsibilities:

- Identifying potential investors and align them with projects and opportunities.
- Carrying out direct marketing campaigns in targeted sectors and countries.
- Preparing promotional events abroad.
- Preparing investor forums and seminars abroad and in ASEZ
- Setting up and carrying out direct mailing and telephone campaigns.
- Participating in exhibitions, trade fairs, sector-specific investment missions and business seminars on investment opportunities both abroad and in Jordan.
- Managing and maintaining close and positive relations with potential investors.
- Providing investors with standard and custom information to assist them in the site selection process.
- Secure, arrange and accompany investors on site visits to ASEZ and follow up.
- Assist investors in preparing investment proposal.
- Providing ADC with information regarding investors and the pipeline of investment projects in the form of periodical reports.
- Assistance to investors in "one-stop-shop" registration/approval service.

- Advisory support to potential and on-going investment projects
- Preparing investment marketing and promotional materials.
- Developing input to the ADC's and ASEZA's website.

Another position proposed for this Unit is the *Investor Promotion and Facilitation Officer*, which is designed to support the Investor Promotion and Facilitation Manager in the above roles and responsibilities.

3.3.6 ADC RESEARCH AND PRODUCT DEVELOPMENT UNIT – PROVIDING SUPPORT RESEARCH ROLE TO THE OTHER UNITS IN THE PLANNING AND MARKETING DEPARTMENT

The Research and Product Development Unit performs a back office and support role to the other units in the Planning and Marketing Department and would be tasked to provide information both internally (to other departments within ADC and ASEZA) and externally (to government Ministries and agencies).

Its functions would be to prepare input to strategies and plans, and for collecting information useful for investor's promotion material, carry out "cost of doing business" and benchmarking surveys, etc. It would also prepare summary sheets on the recent changes introduced by ASEZA and the government to the business environment, and to keep this information up-to-date.

The unit is also responsible for conducting country and market research to identify industry and sector trends. The objective is to provide information regarding regions, competitors and markets. The results and recommendations from the market research would be used in the preparation of the yearly plans. When necessary ad hoc investment surveys would be sub contracted.

In addition, this unit will be responsible for covering the economic part in the development and packaging of investment opportunities, which will be later presented to potential investors by the Investor Promotion and Facilitation Unit.

In the cases where the development and packaging of investment opportunities also requires to cover the geographical part (site selection and layout), the unit will coordinate with the GIS and Real Estate Development Unit to take the lead on this regard.

To implement the above functions, the *Research and Product Development Manager* who reports directly to the Chief Planning and Marketing Officer will be responsible for the following roles and responsibilities:

- Performing market research and providing ADC's various departments with relevant information regarding market trends to align projects with the market needs and investor interests.
- Carry out country and market research in order to identify industry and sector trends and to provide information regarding regions, competitors and markets.
- Prepare input to strategies and plans
- Prepare summary sheets on the recent changes introduced by ASEZA and the government to the business environment, and keep this information up-to-date
- Collect information useful for investor's promotion material
- Carry out "cost of doing business" and benchmarking surveys, etc.
- When necessary, sub contract ad hoc investment surveys and studies

- Packaging investment opportunities to be later presented to potential investors by the Investor Promotion and Facilitation Unit
- When necessary, coordinate with the GIS and Real Estate Development Unit to cover the geographical part (site selection and layout) required for developing and packaging of investment opportunities

Another position proposed for this unit is the *Research and Product Development Officer*, which is designed to support the Research and Product Development Manager in the above roles and responsibilities.

4. TRAINING NEEDS

One of the most important ways to improve the capabilities of staff is through training. After considering the future needs of staff, a detailed training program shall be prepared, and training budgets shall be allocated.

The following table shows, the relevant baseline training for all staff involved in investment marketing and promotion in both organizations.

	ASEZA Planning & Performance Management Division	ASEZA Public Relations Division	ADC PR Department	ADC Marketing & Promotions Department		
			Investment Marketing PR Unit	Investor Targeting & Promotion Unit	Investor Facilitation Services Unit	Research & Information Unit
<i>Professional Courses:</i>						
Investment Promotion Tools and Techniques		X	X	X	X	X
Project Management	X		X	X	X	
Financial Analysis	X		X	X	X	X
Strategic Planning	X					X
<i>Study Tours:</i>						
Investment Promotion Agencies		X	X	X	X	X
Trade Fairs / Exhibitions		X	X	X		
<i>Soft Skills:</i>						
Presentation Skills	X	X	X	X	X	X
Persuasive Communication	X	X	X	X	X	X
Time Management	X	X	X	X	X	X
<i>Language Courses:</i>						
Business English		X	X	X	X	
Other Foreign Languages		X	X	X	X	
<i>Computer Skills:</i>						
MS Office (Word, Excel)	X	X	X	X	X	X
MS Power Point	X	X	X	X	X	X
Internet and email programs	X	X	X	X	X	X

Junior Executives should receive good basic training, for example in computer skills such as MS Office (Word and Excel) and internet and email programs, administrative procedures, telephone communication skills, etc.

Language courses of various degrees of difficulty should be offered to all staff. These courses can be offered either on site or through attendance at outside classes.

Specific training for individual staff would depend on the precise objectives set and activities planned for each unit, taking into account the knowledge and experience of the staff members.

5. ROLE OF PRIVATE SECTOR STAKEHOLDERS

To be successful in investment promotion requires effective cooperation between ASEZA, ADC and the private sector key stakeholders who can provide assistance in the development or delivery of Investment Marketing and Promotion project cycle.

For ASEZA and ADC, such partnership can be defined as a joint working or consultation arrangement with the private sector to participate, develop or deliver components of the investment promotion program. The key element is that this arrangement aims to meet objectives that can be better achieved by working together than they can individually. Only those partners that can add value to the particular set of activities to be undertaken should be involved.

It is important to be specific about the reasons for the partnership and the expected results. This will determine the kind of partnership that is best to create and who should be involved.

Regardless of which private sector stakeholders are brought to the table, a partnership should only be considered as an option if value can be added to the investment promotion process. Forming a partnership for its own sake should be avoided.

The first step in the partnership mechanism, therefore, is to establish which parties can add value to the investment promotion process. This information will result from a review of a) the ASEZ SWOT analysis undertaken in the course of the preparation of the ASEZ Development Strategy which will identify weakness areas that could be strengthened by partnership with the private sector and b) by a review of all existing private sector partners that can play a direct or indirect role in the investment promotion process.

For example, the developers of the major tourism, real estate and industrial areas and logistics projects will be the main parties responsible for marketing their developments. However, these marketing efforts could benefit from a partnership approach that would not only sell particular projects but market Aqaba's investment location attractions as a whole.

Thus serious efforts should be made to engage stakeholders such as AIIE, ANREPCO, ALV and other private sector key partners in cooperative marketing and business development efforts. At the very least, these organizations should be consulted during the stage of preparation of the ASEZ development strategy and the investment marketing plans.

It is worthy to mention here that to design effective reforms that address real business roadblocks and achieve high-quality economic growth for society, the insight and

cooperation of those operating under the legal and regulatory framework – companies and entrepreneurs – is instrumental for the success of these reforms.

The private sector can contribute significantly to business environment reform by helping policy makers to identify and catalogue concrete problems, develop potential policy responses, and build a sustainable constituency for reform. This process, that enables companies to come together and present their concerns and solutions to governments, often through business associations, is an important aspect of business advocacy.

By opening the door to a constructive dialogue with government agencies on reform solutions, advocacy enables the private sector to become a credible partner for policy making.

There are a number of drivers for changes in the area of business advocacy in the ASEZ, such as the need for a:

- Formalized platform for the ASEZ's business community to raise its views with ASEZA and to discuss revisions to policies and regulations.
- Forum for investors to discuss impediments to investing and formulate remedies.
- System for ASEZA to discuss systematic improvements to procedures and regulations with the business community.
- Systemic approach to workforce and SME development.

Based on consultations with representatives of a selection of large private sector investors¹ in ASEZ, it has been established that there is nearly 100% support for the concept of establishing a Business Council for ASEZ. This concept will bring formal mechanism for business advocacy, and for discussing and conveying the private sector's views to ASEZA on issues that impact the business environment. In addition it will provide a platform to engage the private sector key stakeholders who can provide assistance in the development or delivery of Investment Marketing and Promotion project cycle.

¹ Aqaba Logistics Village (ALV), PBI Aqaba (AIIE), ANREPCO, SARAYA, Aqaba Container Terminal (ACT), Aqaba Hotels Association (AHA).

ASEZA AND ADC INVESTMENT MARKETING

ROLES AND RESPONSIBILITIES

ANNEXES

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ASEZA

Job Title:	Planning and Performance Management Section Head
Division:	Planning and Performance Management Division
Directorate:	Planning and Quality Assurance Directorate
Reports to:	Director, Planning and Quality Assurance
Staff who report to this position:	Planning and Performance Management Officer
Job Purpose	
Preparing the ASEZ Development Strategy and monitoring and evaluation of the ASEZ Development Strategy and Investment Marketing Plans including oversight of the investment marketing function to be developed and implemented by ADC	
Job Description	
<p>Role and Responsibilities</p> <ul style="list-style-type: none"> • Initiating and assigning tasks to subordinate(s) • Providing guidance to subordinate(s) • Managing the day-to-day work of the division • Preparing periodic reports with respect to the division's activities and achievements to be submitted to the Director, Planning and Quality Assurance • Specifying manpower requirements for the division according to the recruitment and selection and human resources planning practices • Recommending training needs of subordinate(s) and evaluating the outcomes of training courses in coordination with the HR Directorate • Following-up on subordinate(s) administrative affairs such as: vacations, leaves ...etc. • Conducting performance appraisals for subordinate(s) according to scheduled plans and recommending necessary actions as per the applied practices • Nominating a deputy to carry out the responsibilities of the position whenever the need arises • Performing other duties related to the job as assigned by the Director, Planning and Quality Assurance • Research and prepare the ASEZ Development Strategy including identifying ASEZ investment needs and potential, and conducting ASEZ SWOT analysis, ASEZ competitor benchmarking and target sector selection • Monitor progress of the implementation of the ASEZ Development Strategy and Investment Marketing Plans • Lead the oversight role of the Investment Marketing function to be developed and implemented by ADC. • Monitor and evaluate ASEZ's investment climate • Monitor and evaluate key operational activities including awareness and image building, investor targeting, investor servicing, business retention and expansion, and other areas of major expenditure. • Provide policy advice on strategies to encourage investments in ASEZ • Take the lead on coordinating relations with the investment marketing arm of ADC. • Prepare regular reports, as necessary. 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • Master's Degree in economics or business administration 	

Experience required

- Minimum 7 years' experience in a related senior position
- Proven working experience in strategic planning, macro-economic research.
- Knowledge and/or experience in investment promotion / marketing.

Required Skills and abilities

- Computer skills (MS Office applications)
- Good command of English language (Oral & Written)
- Excellent analytical skills
- Excellent verbal and written communication skills
- Demonstrated responsibility, self-reliance and enthusiasm

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ASEZA

Job Title:	Planning and Performance Management Officer
Division:	Planning and Performance Management Division
Directorate:	Planning and Quality Assurance Directorate
Reports to:	Planning and Performance Management Section Head
Staff who report to this position:	None
Job Purpose	
Providing research support and assistance for preparing the ASEZ Development Strategy and monitoring and evaluation of the ASEZ Development Strategy and Investment Marketing Plans and the oversight of the investment marketing function to be developed and implemented by ADC	
Job Description	
<p>Role and Responsibilities</p> <p>To assist Planning and Performance Management Section Head in the following responsibilities:</p> <ul style="list-style-type: none"> • Research and prepare the ASEZ Development Strategy including identifying ASEZ investment needs and potential, and conducting ASEZ SWOT analysis, ASEZ competitor benchmarking and target sector selection • Monitor progress of the implementation of the ASEZ Development Strategy and Investment Marketing Plans • Lead the oversight role of the Investment Marketing function to be developed and implemented by ADC. • Monitor and evaluate ASEZ's investment climate • Monitor and evaluate key operational activities including awareness and image building, investor targeting, investor servicing, business retention and expansion, and other areas of major expenditure. • Provide policy advice on strategies to encourage investments in ASEZ • Take the lead on coordinating relations with the investment marketing arm of ADC. • Prepare regular reports, as necessary. 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • University degree in economics or business administration 	
<p>Experience required</p> <ul style="list-style-type: none"> • Minimum 4 years' working experience in related position • Working experience in strategic planning and/or macro-economic research • Knowledge and/or experience in investment promotion / marketing 	
<p>Required Skills and abilities</p> <ul style="list-style-type: none"> • Computer skills (MS Office applications) • Good command of English language (Oral & Written) • Excellent analytical skills • Excellent verbal and written communication skills • Demonstrated responsibility, self-reliance and enthusiasm 	

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ASEZA

Job Title:	Public Relations Section Head
Division:	Public Relations Division
Directorate:	Executive Office
Reports to:	Director of Executive Office
Staff who report to this position:	None
Job Purpose	
Develop the ASEZ high level image aimed at promoting the "Invest in ASEZ" brand to potential investors.	
Job Description	
<p>Role and Responsibilities</p> <ul style="list-style-type: none"> • Managing the day-to-day work of the division • Preparing periodic reports with respect to the division's activities and achievements to be submitted to the Director of Executive Office • Nominating a deputy to carry out the responsibilities of the position whenever the need arises • Performing other duties related to the job as assigned by the Director of Executive Office • Develop and implement the ASEZ image building / public relations campaign aimed at promoting the "Invest in ASEZ" brand to potential investors • Develop and implement ASEZA corporate image building campaigns aimed at existing and potential investors • Planning and executing PR events abroad, aimed at building the image of ASEZ • Planning mass media campaigns abroad • Maintaining relationships with journalists and business partners • Developing input to ASEZA's website 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • University degree in business, economics or marketing 	
<p>Experience required</p> <ul style="list-style-type: none"> • Minimum 5 years' working experience in PR, advertising, preferably working for a national institution or a major advertising agency. • Working experience in marketing • Experience working with foreign press • Experience working in foreign markets 	
<p>Required Skills and abilities</p> <ul style="list-style-type: none"> • Computer skills (MS Office applications) • Excellent command of English language (Oral & Written). Other languages are an asset. • Excellent verbal and written communication skills • Demonstrated responsibility, self-reliance and enthusiasm 	

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Public Relations Officer
Division/ Unit:	CEO Office
Department:	N.A
Reports to:	Head of the CEO Office
Staff who report to this position:	None
Job Purpose	
Portray a positive image of ADC and positioning it in the market in a manner that attracts favorable investors.	
Job Description	
Role and Responsibilities <ul style="list-style-type: none"> • Portraying a positive image of ADC and positioning it in the market in a manner that attracts favorable investors. • Serving as a prime contact with public relations vendors and local, regional, and international media and publications. • Preparing and executing PR media campaigns abroad. • Maintaining relationships with journalists and business partners 	
Qualifications and Education Requirements <ul style="list-style-type: none"> • University degree in business, economics or marketing 	
Experience required <ul style="list-style-type: none"> • Minimum 5 years' working experience in PR, advertising, preferably working for a national institution or a major advertising agency. • Working experience in marketing • Experience working with foreign press will be a plus • Experience working in foreign markets 	
Required Skills and abilities <ul style="list-style-type: none"> • Computer skills (MS Office applications) • Excellent command of English and other foreign languages (Oral & Written). • Excellent verbal and written communication skills • Demonstrated responsibility, self-reliance and enthusiasm 	

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Business Planning and Corporate Strategy Manager
Division/ Unit:	Business Planning and Corporate Strategy Unit
Department:	Planning and Marketing Department
Reports to:	Chief Planning and Marketing Officer
Staff who report to this position:	Business Planning and Corporate Strategy Officer
Job Purpose	
Preparing the ADC Corporate Strategy and Business Plan and the ASEZ Investment Marketing and Promotions Plans	
Job Description	
<p>Role and Responsibilities</p> <ul style="list-style-type: none"> • Initiating and assigning tasks to subordinate(s) • Providing guidance to subordinate(s) • Managing the day-to-day work of the unit • Preparing periodic reports with respect to the unit's activities and achievements to be submitted to the Chief Planning and Marketing Officer • Specifying manpower requirements for the unit according to the recruitment and selection and human resources planning practices • Recommending training needs of subordinate(s) and evaluating the outcomes of training courses in coordination with the HR and Administration Department • Following-up on subordinate(s) administrative affairs such as: vacations, leaves ...etc. • Conducting performance appraisals for subordinate(s) according to scheduled plans and recommending necessary actions as per the applied practices • Nominating a deputy to carry out the responsibilities of the position whenever the need arises • Performing other duties related to the job as assigned by the Chief Planning and Marketing Officer • Preparing ADC Corporate Strategy and Business Plan • Conducting benchmarking studies and detailed SWOT analysis for each subsector and industry • Identifying target subsectors and industries • Developing the strategic intent for ADC including vision, mission, goals and objectives • Conducting internal and external environmental scan for ADC • Developing the implementation plan for ADC's activities • Setting monitoring and evaluation systems • Follow up and reviewing implementation stages • Preparing ASEZ Investment Marketing and Promotions Plans • Defining investment marketing approaches and messages • Defining target investor types • Defining target geographic areas and markets • Defining target industries, sectors and subsectors • Identifying the elements of investment marketing and promotion program • Defining KPIs, resources and budgets. 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • Master's Degree in business administration, economics or marketing 	

Experience required

- Minimum 7 years' experience in a related senior position
- Proven working experience in strategic planning.
- Knowledge and/or experience in investment promotion / marketing.

Required Skills and abilities

- Computer skills (MS Office applications)
- Good command of English language (Oral & Written)
- Excellent analytical skills
- Excellent verbal and written communication skills
- Demonstrated responsibility, self-reliance and enthusiasm

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Business Planning and Corporate Strategy Officer
Division/ Unit:	Business Planning and Corporate Strategy Unit
Department:	Planning and Marketing Department
Reports to:	Business Planning and Corporate Strategy Manager
Staff who report to this position:	None
Job Purpose	
Providing support role for preparing the ADC Corporate Strategy and Business Plan and the ASEZ Investment Marketing and Promotions Plans	
Job Description	
<p>Role and Responsibilities</p> <p>To assist the Business Planning and Corporate Strategy Manager in the following responsibilities:</p> <ul style="list-style-type: none"> • Preparing ADC Corporate Strategy and Business Plan • Conducting benchmarking studies and detailed SWOT analysis for each subsector and industry • Identifying target subsectors and industries • Developing the strategic intent for ADC including vision, mission, goals and objectives • Conducting internal and external environmental scan for ADC • Developing the implementation plan for ADC's activities • Setting monitoring and evaluation systems • Follow up and reviewing implementation stages • Preparing ASEZ Investment Marketing and Promotions Plans • Defining investment marketing approaches and messages • Defining target investor types • Defining target geographic areas and markets • Defining target industries, sectors and subsectors • Identifying the elements of investment marketing and promotion program • Defining KPIs, resources and budgets. 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • University degree in business administration, economics or marketing 	
<p>Experience required</p> <ul style="list-style-type: none"> • Minimum 4 years' working experience in related position • Working experience in strategic planning • Knowledge and/or experience in investment promotion / marketing 	
<p>Required Skills and abilities</p> <ul style="list-style-type: none"> • Computer skills (MS Office applications) • Good command of English language (Oral & Written) • Excellent analytical skills • Excellent verbal and written communication skills • Demonstrated responsibility, self-reliance and enthusiasm 	

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Investor Promotion and Facilitation Manager
Division/ Unit:	Investor Promotion and Facilitation Unit
Department:	Planning and Marketing Department
Reports to:	Chief Planning and Marketing Officer
Staff who report to this position:	Investor Promotion and Facilitation Officer
Job Purpose	
Support ADC Planning and Marketing Department in identifying target investors and organizing suitable targeted marketing campaigns designed to generate investors' interest in the ASEZ as an investment location as well as handling new inward-investment cases	
Job Description	
<p>Role and Responsibilities</p> <ul style="list-style-type: none"> • Initiating and assigning tasks to subordinate(s) • Providing guidance to subordinate(s) • Managing the day-to-day work of the unit • Preparing periodic reports with respect to the unit's activities and achievements to be submitted to the Chief Planning and Marketing Officer • Specifying manpower requirements for the unit according to the recruitment and selection and human resources planning practices • Recommending training needs of subordinate(s) and evaluating the outcomes of training courses in coordination with the HR and Administration Department • Following-up on subordinate(s) administrative affairs such as: vacations, leaves ...etc. • Conducting performance appraisals for subordinate(s) according to scheduled plans and recommending necessary actions as per the applied practices • Nominating a deputy to carry out the responsibilities of the position whenever the need arises • Performing other duties related to the job as assigned by the Chief Planning and Marketing Officer • Identifying potential investors and align them with projects and opportunities. • Carrying out direct marketing campaigns in targeted sectors and countries. • Preparing promotional events abroad. • Preparing investor forums and seminars abroad and in ASEZ • Setting up and carrying out direct mailing and telephone campaigns. • Participating in exhibitions, trade fairs, sector-specific investment missions and business seminars on investment opportunities both abroad and in Jordan. • Managing and maintaining close and positive relations with potential investors. • Providing investors with standard and custom information to assist them in the site selection process. • Secure, arrange and accompany investors on site visits to ASEZ and follow up. • Assist investors in preparing investment proposal. • Providing ADC with information regarding investors and the pipeline of investment projects in the form of periodical reports. • Assistance to investors in "one-stop-shop" registration/approval service. • Advisory support to potential and on-going investment projects • Preparing investment marketing and promotional materials. • Developing input to the ADC's and ASEZA's website. 	

<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • Master's Degree in any related field (business, economics or marketing)
<p>Experience required</p> <ul style="list-style-type: none"> • Minimum 5 years' working experience in PR and/ or investor targeting and promotion, preferably working for a major national institution • Experience in marketing and market research • Experience working in foreign markets • Experience working with foreign press will be a plus • Working experience and knowledge of a number of specific industry sectors
<p>Required Skills and abilities</p> <ul style="list-style-type: none"> • Computer skills (MS Office applications) • Excellent command of English and other foreign languages (Oral & Written). • Excellent verbal, written and presentation communication skills • Demonstrated responsibility, self-reliance and enthusiasm

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Investor Promotion and Facilitation Officer
Division/ Unit:	Investor Promotion and Facilitation Unit
Department:	Planning and Marketing Department
Reports to:	Investor Promotion and Facilitation Manager
Staff who report to this position:	None
Job Purpose	
Support ADC Planning and Marketing Department in identifying target investors and organizing suitable targeted marketing campaigns designed to generate investors' interest in the ASEZ as an investment location as well as handling new inward-investment cases	
Job Description	
<p>Role and Responsibilities</p> <p>To assist Investor Promotion and Facilitation Manager in the following responsibilities:</p> <ul style="list-style-type: none"> • Identifying potential investors and align them with projects and opportunities. • Carrying out direct marketing campaigns in targeted sectors and countries. • Preparing promotional events abroad. • Preparing investor forums and seminars abroad and in ASEZ • Setting up and carrying out direct mailing and telephone campaigns. • Participating in exhibitions, trade fairs, sector-specific investment missions and business seminars on investment opportunities both abroad and in Jordan. • Managing and maintaining close and positive relations with potential investors. • Providing investors with standard and custom information to assist them in the site selection process. • Secure, arrange and accompany investors on site visits to ASEZ and follow up. • Assist investors in preparing investment proposal. • Providing ADC with information regarding investors and the pipeline of investment projects in the form of periodical reports. • Assistance to investors in "one-stop-shop" registration/approval service. • Advisory support to potential and on-going investment projects • Preparing investment marketing and promotional materials. • Developing input to the ADC's and ASEZA's website. 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • University degree in any related field (business, marketing, economics) 	
<p>Experience required</p> <ul style="list-style-type: none"> • Minimum 3 years' working experience in PR and/ or investor targeting and promotion • Experience in marketing and market research • Experience working in foreign markets • Working experience and knowledge of a specific industry sector is a plus. 	

Required Skills and abilities

- Computer skills (MS Office applications)
- Good command of English (Oral & Written), other languages is a plus.
- Excellent verbal and written communication skills
- Demonstrated responsibility, self-reliance and enthusiasm

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Research and Product Development Manager
Division/ Unit:	Research and Product Development Unit
Department:	Planning and Marketing Department
Reports to:	Chief Planning and Marketing Officer
Staff who report to this position:	Research and Product Development Officer
Job Purpose	
Providing support research role to the other units in the Planning and Marketing Department, as well as packaging investment opportunities to be later presented to potential investors by the Investor Promotion and Facilitation Unit	
Job Description	
<p>Role and Responsibilities</p> <ul style="list-style-type: none"> • Initiating and assigning tasks to subordinate(s) • Providing guidance to subordinate(s) • Managing the day-to-day work of the unit • Preparing periodic reports with respect to the unit's activities and achievements to be submitted to the Chief Planning and Marketing Officer • Specifying manpower requirements for the unit according to the recruitment and selection and human resources planning practices • Recommending training needs of subordinate(s) and evaluating the outcomes of training courses in coordination with the HR and Administration Department • Following-up on subordinate(s) administrative affairs such as: vacations, leaves ...etc. • Conducting performance appraisals for subordinate(s) according to scheduled plans and recommending necessary actions as per the applied practices • Nominating a deputy to carry out the responsibilities of the position whenever the need arises • Performing other duties related to the job as assigned by the Chief Planning and Marketing Officer • Performing market research and providing ADC's various departments with relevant information regarding market trends to align projects with the market needs and investor interests. • Carry out country and market research in order to identify industry and sector trends and to provide information regarding regions, competitors and markets. • Prepare input to strategies and plans • Prepare summary sheets on the recent changes introduced by ASEZA and the government to the business environment, and keep this information up-to-date • Collect information useful for investor's promotion material • Carry out "cost of doing business" and benchmarking surveys, etc. • When necessary, sub contract ad hoc investment surveys and studies • Packaging investment opportunities to be later presented to potential investors by the Investor Promotion and Facilitation Unit • When necessary, coordinate with the GIS and Real Estate Development Unit to cover the geographical part (site selection and layout) required for developing and packaging of investment opportunities 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • Master's Degree in any related field (business, marketing, and economics). 	

Experience required

- Minimum 5 years' working experience in marketing, economics and market research.
- Working experience and knowledge of a number of specific industry sectors.

Required Skills and abilities

- Computer skills (MS Office applications)
- Good command of English language (Oral & Written).
- Excellent verbal and written communication skills
- Demonstrated responsibility, self-reliance and enthusiasm

INVESTMENT MARKETING - JOB DESCRIPTIONS

New Positions in ADC

Job Title:	Research and Product Development Officer
Division/ Unit:	Research and Product Development Unit
Department:	Planning and Marketing Department
Reports to:	Research and Product Development Manager
Staff who report to this position:	None
Job Purpose	
Providing support research role to the other units in the Planning and Marketing Department, as well as packaging investment opportunities to be later presented to potential investors by the Investor Promotion and Facilitation Unit	
Job Description	
<p>Role and Responsibilities</p> <p>Support the Research and Product Development Manager in carrying out the following tasks:</p> <ul style="list-style-type: none"> • Performing market research and providing ADC's various departments with relevant information regarding market trends to align projects with the market needs and investor interests. • Carry out country and market research in order to identify industry and sector trends and to provide information regarding regions, competitors and markets. • Prepare input to strategies and plans • Prepare summary sheets on the recent changes introduced by ASEZA and the government to the business environment, and keep this information up-to-date • Collect information useful for investor's promotion material • Carry out "cost of doing business" and benchmarking surveys, etc. • When necessary, sub contract ad hoc investment surveys and studies • Packaging investment opportunities to be later presented to potential investors by the Investor Promotion and Facilitation Unit • When necessary, coordinate with the GIS and Real Estate Development Unit to cover the geographical part (site selection and layout) required for developing and packaging of investment opportunities 	
<p>Qualifications and Education Requirements</p> <ul style="list-style-type: none"> • University degree in any related field (business, marketing, economics) 	
<p>Experience required</p> <ul style="list-style-type: none"> • Minimum 3 years' working experience in marketing, economics and market research • Working experience and knowledge of a specific industry sector 	
<p>Required Skills and abilities</p> <ul style="list-style-type: none"> • Computer skills (MS Office applications) • Good command of English language (Oral & Written). • Excellent verbal and written communication skills • Demonstrated responsibility, self-reliance and enthusiasm 	